



ESSENDON FOOTBALL CLUB
STRETCH RECONCILIATION ACTION PLAN
August 2021 - August 2023



CONTENTS

| | |
|----|---|
| 5 | Acknowledgement of Country |
| 6 | A message from Reconciliation Australia |
| 8 | Our Vision for reconciliation |
| 8 | Our Business |
| 9 | Our Values |
| 11 | The story behind the artwork |
| 12 | Our Club |
| 14 | Our reconciliation journey |
| 18 | Our RAP |
| 20 | Our RAP - Relationships |
| 26 | Our RAP - Respect |
| 32 | Our RAP - Opportunities |



Acknowledgement of Country

Essendon Football Club CEO

The Essendon Football Club acknowledges the Wurrundjeri people of the Kulin Nation, the Traditional Custodians of the land on which we are located.

We pay respect to their Elders past, present and emerging for they hold the wisdom, culture and hopes of their people. We acknowledge their continuous connection to their Country and recognise the importance of that connection to them.

We also extend that respect to all Aboriginal & Torres Strait Islander peoples and communities from other nations.

Essendon Football Club was the first sporting club in Australia to develop a Reconciliation Action Plan (RAP), and officially joined Reconciliation Australia – an independent, not-for-profit organisation in 2009.

The Club has a long and proud history leading the AFL, and more broadly the Australian sporting landscape, through its genuine and strong connection to the community and Indigenous Australians.

It was Essendon legend Michael Long and his stance against racial vilification that re-shaped the Australian Rules Football landscape for Aboriginal and Torres Strait Islander peoples, and ultimately led our Club to its own reconciliation journey over the last 25 years.

Historically establishing the first ever RAP in the AFL, partnering with The Long Walk, and creating what is now one of the biggest blockbuster's games in the AFL, the 'Dreamtime at the 'G' spectacle, are all proudly part of the fabric of the Essendon Football Club.

Our RAP has been instrumental in the success of engaging with the Aboriginal and Torres Strait Islander community to foster practical initiatives and develop new opportunities. As we reaffirm our commitment to reconciliation in this country, our club will also continue to grow, support and accommodate Aboriginal athletes, both men and women, to forge a successful football career.

Our elite athlete high performance centre – The Hangar – will provide a culturally safe place for local Aboriginal and Torres Strait Islander peoples as well as our Next Generation Academy players from both the Tiwi Islands and West Arnhem Land, as we further develop this facility in the next few years.

Continuing our commitment to creating an equitable community for Indigenous Australia, we remain dedicated to the professional and cultural development of our staff as an integral action.

In 2015, the Club was recognised and listed in the Top 15 Reconciliation Action Plan (RAP) organisations. We want to ensure through our updated plans and actions, that the richness and the diversity of Aboriginal and Torres Strait Islander cultures and people are reflected and represented in a way that honours, nurtures and respects these relationships.

Go the Mighty Bombers!

Xavier Campbell
Chief Executive Officer

A message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Essendon Football Club on its continued commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its fourth RAP overall.

Formed around the pillars of relationships, respect, and opportunity, since 2006 RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. Through the creation of this Stretch RAP, Essendon continues to contribute to this ever-growing community.

As one of Australia's oldest professional sporting codes, with thousands of members across the country, Essendon has the profile and drive to set the standard for what reconciliation in sports can achieve. The club has already established a considerable legacy on its reconciliation journey so far, which it started 2009 as Australia's first sporting club with a RAP. Initiatives like Dreamtime at the G' and the Long Walk are enduring highlights in Australia's sporting calendar, celebrating Aboriginal and Torres Strait Islander peoples contribution to sports on a national stage. Likewise, Essendon's

Walk the Talk program increases crucial awareness of First Nations histories and cultures in our schools. These long-term projects are indicative of Essendon's continuing commitment to reconciliation, and the potential of its journey to come.

This Stretch RAP sees Essendon embed and expand on its capacity to drive reconciliation in innovative directions. Open about the successes and challenges it has faced so far, Essendon is continuing its established programs, while also looking for ways to increase the cultural competency amongst its staff. Initiatives such as appointing an Elder in Residence, as well as a RAP Champion on its Board, show Essendon thinking seriously about how to prioritise reconciliation in its business structures. These developments, amongst others, are evidence of Essendon consistently increasing the impact of its reconciliation efforts

On behalf of Reconciliation Australia, I commend Essendon on this ambitious Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



RECONCILIATION
ACTION PLAN
STRETCH

Our Vision for reconciliation

Our vision for reconciliation is an Australia without prejudice or discrimination, a country that acknowledges and accepts our shared history and appreciates the richness and diversity of Aboriginal and Torres Strait Islander peoples and cultures. Our programs and initiatives aim to improve race relations, educate Australians about our shared history and promote develop and

empower Aboriginal & Torres Strait Islander peoples, communities and cultures. We will embed reconciliation within our organisation and join with Aboriginal & Torres Strait Islander communities and like-minded organisations to drive social justice and positive change.

Our Business

The Essendon Football Club is one of the oldest and most famous professional sporting clubs in Australia, originally forming in 1872, and playing in the Australian Football League (AFL). Essendon has won 20 premierships overall; four in the Victorian Football Association (VFA) and 16 in the VFL/AFL. The Club's profile and huge supporter base has enabled us to feature in the competition's two biggest marquee games, Anzac Day and Dreamtime at the G, which were created by Club legend Kevin Sheedy.

The Club is based on the land of the Wurundjeri people with our Victorian Football League (VFL) team playing their home games at the Club's original venue in Essendon "Windy Hill". Currently the Club employs more than 85 staff, including 5 Aboriginal and Torres Strait Islander people, at its Melbourne Airport office, 44 AFL listed players, and more than 100 people across its other venues in Melton and Essendon. At present there

are 10 Aboriginal players in our AFL, VFLM and VFLW teams. In total 27 Aboriginal players have represented the Essendon Football Club since the first player Norm McDonald, from Belmont in Victoria, joined the team in 1947. Essendon has 75,000 members and more than 500,000 supporters around the world, as well as talent academy regions in northwest metropolitan Melbourne, Tiwi Islands and West Arnhem.

The Long Walk, a charity inspired by AFL legend and Aboriginal Advocate Michael Long's walk to Canberra in 2004 is embedded into our Club. The Long Walk promotes and celebrates Aboriginal & Torres Strait Islander peoples and cultures and educates Australians about our shared history, encouraging acceptance and acknowledgement so the wrongs of the past are not repeated.

Our Values

The Essendon Football Club is a leader in the community, committed to delivering programs that improve Aboriginal and Torres Strait Islander wellbeing, target youth and education, and enrich multicultural communities.

Our goal is to make people proud by becoming the most successful, inclusive and respected club in Australian sport – the club of choice and one that consistently sets the benchmark both on and off the field.

ESSENDON FOOTBALL CLUB VALUES

Purpose in everything

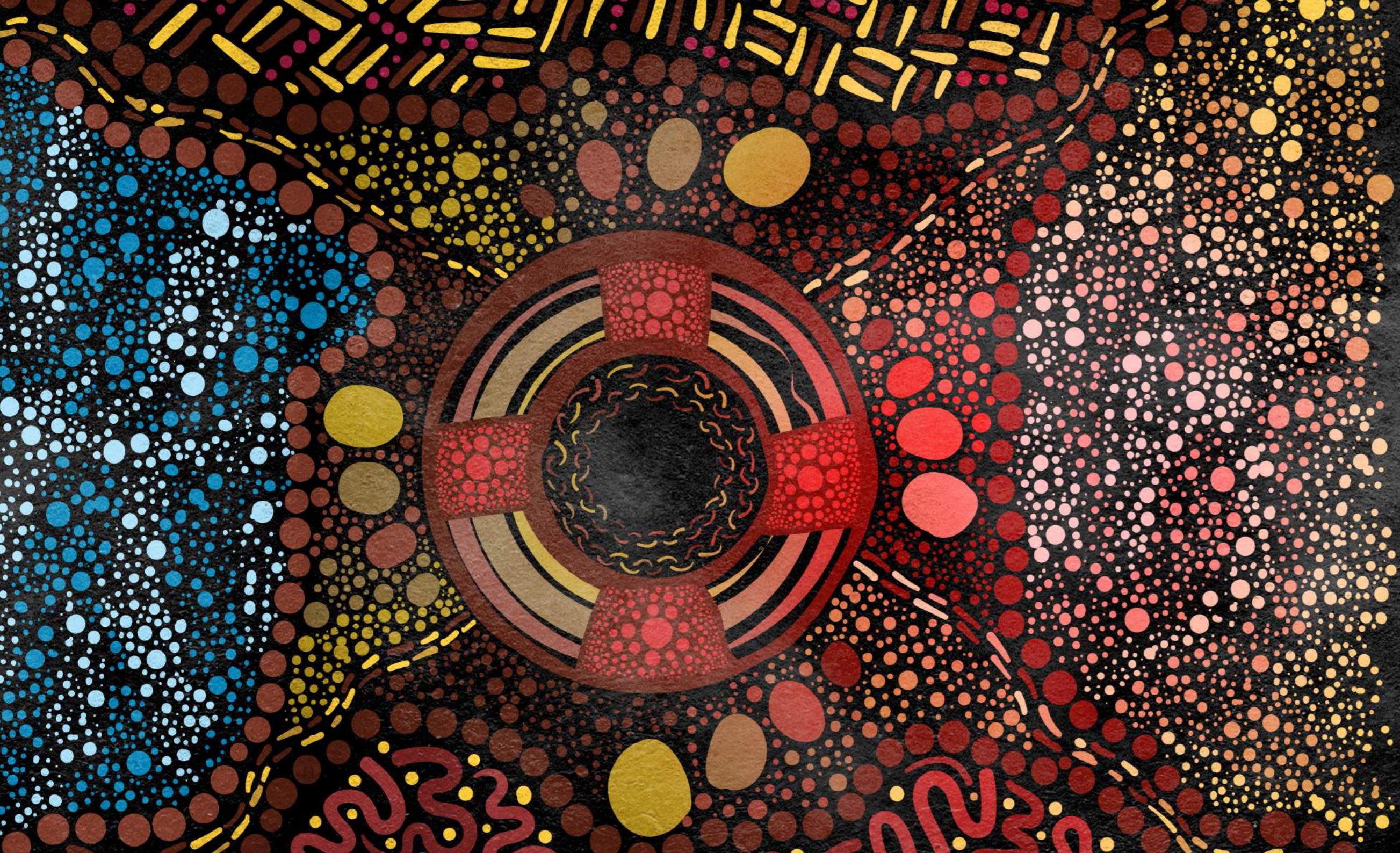
We believe in doing things with purpose and delivering meaningful results. We understand our influence as representatives of the club and our collective responsibility.

Everyone matters

We believe that we have a duty at all times to make everybody feel welcomed, respected and connected to our club. We're a family who is always stronger when we work as one for the greater good of the club.

No finish line

We believe that by listening, learning and being willing to take responsibility we can always find ways to improve and progress. We strive for success and understand that leadership is everyone's business.



The story behind our artwork

*No matter where you're from, no matter
our different cultures, we come together as
one Essendon family.*

Designed by Tiwi women: Freda Puruntatameri, Arthurina Moreen & Jessica Stassi, the artwork represents many cultures uniting at The Hangar – our meeting place.

Located on Wurundjeri land, The Hangar is the centre focal point of the artwork.

The feet around it represent the people of the Essendon Football Club, while the four pathways show the different walks of life coming together.

On the outer circle, large dots represent Essendon people's growth during their time at the club, surrounded by their peers and leaders.

The blue dots on the left represent the sea, and the sandy yellow dots on the right represent the land.

Our Club

The Essendon Football Club has a long and proud history with Aboriginal and Torres Strait Islander peoples and communities. Our connection is strong and we are committed to building on this and working alongside and supporting our First Nations peoples. Our RAP is our road map for an ongoing and accountable commitment to Reconciliation.

Through this RAP we aim to build on our existing connections and create an organisation that is inclusive and culturally safe for Aboriginal & Torres Strait Islander people. We want to celebrate and promote the pride, diversity, achievements and strength of Aboriginal & Torres Strait Islander peoples and communities.

Our RAP is championed by The Essendon Football Club Board, CEO and Executive. Our RAP Working Group has broad representation from all areas of our business and includes several external members from various Aboriginal communities.

The RAP Working Group consists of the following people:

Leanne Brooke

GM The Long Walk & Indigenous Affairs

Jessica Newman

GM Strategic Operations and Community

Bernard Shephard

Head of VFL and Community

Lisa Lawry

GM People & Culture

Benjamin Corson

Marketing & Matchday Manager

Danielle Kaitu

Administration Coordinator, The Long Walk

Matt Little

Manager Coaching Performance

Brenton Humphries

Chief Strategy Officer

Annette Sax

External Member

Nova Peris

External Member

Aunty Pam Pederson

External Member

Our Reconciliation Journey

A Long Story

The Essendon Football Club was the first sporting club in Australia to launch a RAP in 2009 with this being our fourth RAP. Working alongside people such as Michael Long and Kevin Sheedy we changed the AFL landscape by providing pathways for Aboriginal & Torres Strait Islander players, fighting racism and increasing awareness by showcasing Aboriginal & Torres Strait Islander peoples and cultures. The Essendon Football Club and Kevin Sheedy created Dreamtime at the G' and with the support and guidance of The Long Walk delivered programs and events that introduce not only Essendon supporters but all Australians to the "oldest living culture on earth".

Kevin Sheedy

Sheedy played 251 games for Richmond as a tough and hard defender. He was a part of three premierships in that time and added four more when he became Coach of Essendon. It was in this role that Sheedy became a Legend.

Sheedy is credited with taking the Bombers from a suburban club to a national powerhouse. During his time as coach Sheedy recognised the mercurial skills Aboriginal & Torres Strait Islander players could bring to the game and overall recruited 19 players starting with Essendon Legend Michael Long. During his time

as Coach at Essendon Football Club, Sheedy created the first pathway in which Aboriginal & Torres Strait Islander players could showcase their creativity and amazing skills. This led to other AFL clubs recognising what Aboriginal & Torres Strait Islander players could bring to the game and now they make up around 8 percent of AFL players.

A student of history and a master of marketing, Sheedy has used his position to educate, enhance and entertain. First it was Anzac Day. Sheedy used the rivalry between Essendon and Collingwood to draw greater attention to one of Australia's most significant days. A decade later, Dreamtime at the G was born.

Dreamtime at the G

Created by Kevin Sheedy and Essendon Football Club, Dreamtime at the G was first held in 2005. Richmond Football Club was invited to come on board as the two clubs colours combined Red, Yellow and Black are the colours of the Aboriginal flag. Dreamtime at the G celebrates Aboriginal & Torres Strait Islander cultures and peoples and the contribution they make to the game of AFL. It has become a permanent fixture on the AFL calendar and is the marquee match of what is now known as the Sir Doug Nicholls Indigenous Round.

The pre-game entertainment focuses on Aboriginal culture with the Traditional Owners of Melbourne, the Wurundjeri people extending a powerful "Welcome to Country" to all Australians. The game also showcases Aboriginal & Torres Strait Islander performers and artists and has become an opportunity to increase awareness and promote reconciliation.

What was once a concept created by Kevin Sheedy and the Essendon Football Club, Dreamtime at the G is now a national event that has led to The Sir Doug Nicholls Indigenous Round with all AFL clubs celebrating Aboriginal & Torres Strait Islander players and their contribution to our great game.

Dreamtime at the G is also associated with the pre-game ritual "The Long Walk", a charity inspired by AFL and Essendon legend Michael Long.

Michael Long and "The Long Walk"

Jake Long was eight years old when his Dad decided he was going to walk to Canberra. There was little fanfare about Michael's departure. As Jake recalls, his Dad simply walked out the front door and began the 663-kilometre journey. "When I was a young kid my Dad wanted to walk to Canberra for The Long Walk," Jake Long said. "He sort of just walked out the door with one of my Uncles. He started on one highway with nothing pretty much, just a pair of shorts and a shirt and walked to Canberra. "I caught up with him down the road and he told me what his cause was – it was for the Indigenous people of Australia to get back their rights and their land."

After attending another Aboriginal funeral, Michael Long knew something needed to be done about the plight of his people. Throughout his walk to the nation's capital he was joined by people from many different backgrounds. Some stayed for an hour, others for a day and some were there for the whole time. The Long Walk did arrive in Canberra and on Friday December 3, 2004, Michael Long met with Prime Minister John Howard. "You see a lot of people come up to him on the street – not just footy fans – I think it has an impact on white and black Australia," Jake Long said.

More than a decade before his walk to Canberra, Michael had lit up the AFL world with a dazzling performance during the 1993 finals series. His pace and skill broke down opposition defense's.

He was a key component of Essendon's premiership side and was presented with the Norm Smith Medal by fellow Tiwi Islander Maurice Rioli. Michael reached football's summit again in 2000 and retired a year later. For 13 years Michael Long was a champion on the football ground. But for the 47 years he has graced his people's land, Michael Long has been a champion for change. His footballing artistry inspired thousands, but his dedication to his cause has inspired many more.

Our Reconciliation Journey

A Long Story continued

The Long Walk Charity

Michael Long's walk to Canberra in 2004 to get the lives of Aboriginal and Torres Strait Islander people back on the national agenda inspired the creation of a charity to continue Michael's work. The Long Walk's vision is to "Promote, Develop and Empower Australia's First Nations peoples, the oldest living culture on Earth". The charity does this by awareness raising initiatives, education and cultural programs as well as leadership programs for Aboriginal and Torres Strait Islander young people.

Initiatives include the largest Reconciliation event in the Country. "We Walk Together" held annually preceding Dreamtime at the 'G brings together thousands of Australians to celebrate, experience and connect with Aboriginal & Torres Strait Islander peoples and cultures. The event consists of performers, cultural and sporting activities and most importantly The Long Walk to Dreamtime at the 'G. In 2018 15,000 Australians joined Michael Long in a powerful display of unity and Reconciliation.

The charity's annual The Long Lunch celebrates the contribution of Aboriginal & Torres Strait Islander peoples to football at all levels. This provides a meaningful opportunity once again for Australians to come together and celebrate the diversity,

strength and resilience of Aboriginal and Torres Strait Islander peoples.

The Long Walk's education and cultural program "Walk the Talk" is linked to the National School Curriculum and introduces Aboriginal & Torres Strait Islander history, cultures and peoples to students across the nation. The Essendon Football Club and The Long Walk aim to expand the program by moving it to a digital and interactive format allowing us to get this vital program out to as many schools and sporting groups across the country.

The Essendon Football Club and The Long Walk's footprint in the Reconciliation space is significant. Our joint initiatives and events reach thousands of Australians every year and our leadership, cultural and education programs are meaningful and have impact. We are committed to working with The Long Walk to bring our staff, members, supporters and the broader community on our Reconciliation journey and to develop and empower Aboriginal & Torres Strait Islander peoples in the areas in which we work.

Key Learnings

- Genuine and meaningful connections and engagement with Aboriginal & Torres Strait Islander peoples and communities is the basis of all good partnerships. It builds respect and trust and is aligned to our Club's values.
- Be creative and bold. Challenge the status quo and be open to new and innovative ideas.
- Recognise that we are not the experts. Listen and seek advice and guidance from our RAP Working Group and our Aboriginal & Torres Strait Islander partners.
- Promotion is important. Ensure all stakeholders are aware of our RAP and kept informed. This includes staff, members, supporters and the broader community.
- Allow time for relationships to develop and provide opportunities for internal and external members to learn from each other, to trust each other. Organisational change can be challenging and allowing time for all staff to embrace and have a sense of ownership takes time.
- Tracking, reporting and transparency is important. We need to measure the outcomes and effectiveness of our investment from both the Club's perspective and from the perspective of Aboriginal & Torres Strait Islander peoples and communities.

Our RAP

The basis of our Reconciliation Action Plan is to promote unity and bring Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians together. Underpinning our plan are actions that improve race relations, educate staff and the broader community about our true shared history and promote equality and equity.

We will focus to increase awareness across all aspects of the Club by involving all staff in cultural appreciation sessions, imbedding Aboriginal & Torres Strait Islander histories and cultures within our induction programs and fostering deep and meaningful connections through the appointment of an Elder in Residence.

Increasing the reach of the Long Walk's educational program 'Walk the Talk' and educating and engaging our significant member and supporter population with the aim of increasing awareness and understanding will improve race relations and contribute to a culturally safe society for Aboriginal & Torres Strait Islander peoples.

In partnership with The Long Walk we currently host the largest reconciliation event in Australia and we will continue to utilise this opportunity to unite Aboriginal & Torres Strait Islander peoples and non-Indigenous people and use our involvement in Dreamtime at the G' to promote the resilience and diversity of Aboriginal & Torres Strait Islander peoples, histories and cultures.

Relationships

The Essendon Football Club (EFC) recognises the importance of fostering sustainable, respectful relationships to achieve outcomes for Aboriginal and Torres Strait Islander peoples and the Club.

This means welcoming Aboriginal and Torres Strait Islander peoples and communities to club events and activities as well as going out and talking and listening to Aboriginal and Torres Strait Islander communities and recognising their cultural knowledge.

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|--|---|-------------------------------------|-------------------------|
| 1. Maintain a RAP Working Group to monitor the Club's RAP development and implementation. | Establish a Terms of Reference for the RWG | August 2021, 2022, 2023 | RAP Working Group Chair |
| | Meet at least four times per year to monitor and report on RAP implementation. | April, May, July, August 2022, 2023 | RAP Working Group Chair |
| | Appoint an internal RAP Champion on the Board to advocate for deliverables of the RAP. | August 2021, 2022 | GM The Long Walk |
| | Conduct two presentations to staff on the progress of the RAP and key issues. | February 2022 & 2023 | RAP Working Group Chair |
| 2. Celebrate National Reconciliation Week (NRW) | Ensure RWG comprises representatives from all levels and areas of the business and at least two external Aboriginal and Torres Strait Islander members. | August 2021, 2022, 2023 | GM Community |
| | Organise two internal NRW events each year for EFC staff and senior leaders to promote NRW. | 27th May - 3rd June 2022 and 2023 | GM The Long Walk |
| | Organise at least one External NRW event each year via The Long Walk. | 27th May - 3rd June 2022 and 2023 | GM The Long Walk |
| | Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff. | 27th May - 3rd June 2022 and 2023 | RAP Working Group Chair |
| | Register all NRW events via Reconciliation Australia's NRW website. | 27th May - 3rd June 2022 and 2023 | GM The Long Walk |
| | Encourage and support staff and senior leaders to participate in 2 external events to recognize and celebrate NRW | 27th May - 3rd June 2022 and 2023 | |

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|--|--|-----------------------------------|---------------------------|
| 2. Celebrate National Reconciliation Week (NRW) (cont.) | Invite Aboriginal and/or Torres Strait Islander community members/s into the Club to connect and share experiences. | 27th May - 3rd June 2022 and 2023 | GM The Long Walk |
| | Ensure RAP Working Group members are involved in two external NRW celebrations. | 27th May - 3rd June 2022 and 2023 | Head of VFL and Community |
| 3. Develop and maintain relationships with key Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes. | Meet with two local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. | February 2022 & 2023 | GM The Long Walk |
| | Commit to establishing three formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander communities (Tiwi Islands, Maningrida and North West Metropolitan Melbourne). | August 2021, 2022, 2023 | GM The Long Walk |
| | Promote an opportunity for Aboriginal and Torres Strait Islander groups to visit EFC and access the facilities on an adhoc basis. Including but not limited to; EFC academy programs, community programs, Elder group meetings and through community partnerships e.g. Victorian Aboriginal Health Service and Institute of Urban Indigenous health. | August 2021, 2022, 2023 | RAP Working Group Chair |
| | Host the SNAICCE children's activity day at the Club and coordinate an AFL player ambassador | August 2021, 2022, 2023 | GM The Long Walk |
| | Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. | September 2021 | GM The Long Walk |
| | In partnership with Victorian Aboriginal Health Service deliver Deadly Choices preventative health programs in schools (8 week program – 4 in 2019, 8 in 2020 & 2021) and promote the importance of Aboriginal and Torres Strait Islander people having a health check. Health Checks – 1000 in 2019; 1500 in 2020; 2000 in 2021 | August 2021, 2022, 2023 | RAP Working Group Chair |

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
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| 4. Raise internal and external awareness of our RAP to promote reconciliation across our business and community. | Implement and review a strategy to communicate our RAP to all internal and external stakeholders | May 2022, 2023 | GM Marketing |
| | Promote Reconciliation through our sphere of influence | May 2021, 2022, 2023 | GM Marketing |
| | Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes. | May 2021, 2022, 2023 | GM Marketing |
| | Collaborate with eight RAP and other like-minded organisations to implement ways to advance reconciliation, including RA, Deadly Choices, Richmond Football Club, AFL, Tiwi Bombers, EDFL, RDFL and Coles: | May 2021, 2022, 2023 | RAP Working Group Chair |
| | Promote reconciliation through ongoing active engagement with all stakeholders | May 2021, 2022, 2023 | RAP Working Group Chair |
| | Ensure EFC Executive and senior leaders are engaged in the delivery of RAP outcomes | May 2021, 2022, 2023 | GM The Long Walk |
| | Ensure the RAP is available to all EFC Staff and Members via the EFC and RA websites. | May 2021, 2022, 2023 | IT Manager |
| | Provide a hard copy version of RAP for display in reception of all EFC venues – Windy Hill Social Club, Windy Hill Fitness Centre, EDFL office and Melton Country Club. | January 2022 | Rap Working Group Chair |
| | Host two yarning circles annually with Aboriginal and Torres Strait Islander guest speakers to engage staff and connect staff to the RAP Working Group | May 2021, 2022, 2023 | GM The Long Walk RAP Working Group Chair |

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|--|---|---|------------------------------------|
| 5. As a way to establish and strengthen relationships, ensure Club events are promoted to the local Aboriginal and Torres Strait Islander communities. | Promote four key club events (Season Launch, Family Day, Dreamtime Game and Crichton Medal) to community organisations and through Aboriginal and Torres Strait Islander media. | February, May, Spetember, October 2022 & 2023 | Chief Communications and Marketing |
| | Invite Traditional Owners/Elders to attend key club events. The events being Season Launch, Family Day, Dreamtime Game and Crichton Medal | February, May, Spetember, October 2022 & 2023 | Chief Communications and Marketing |
| 6. Establish a program for staff to build relationships with partner communities in Tiwi Islands and West Arnhem | Provide the opportunity for two staff to attend the club's annual trip to their Academy regions of Tiwi Island and West Arnhem to participate in cultural activities, coaching and skills clinics. This will build positive relationships with our partner communities in Tiwi and West Arnhem. | October 2022 & 2023 | Head of VFL and Community |
| | Expressions of interest will be sought with staff having to demonstrate a strong commitment to Reconciliation. Successful candidates will be chosen by the RAP Working Group | August 2021, 2022, 2023 | Head of VFL and Community |
| 7. Promote positive race relations through anti-discrimination strategies | Develop and communicate a strategy for addressing racism on and off the field | August 2021, 2022, 2023 | Chief Communications and Marketing |
| | Investigate opportunities to collaborate with other AFL clubs to promote antidiscrimination dialogue | August 2021, 2022, 2023 | GM The Long Walk |
| | Continuously improve HR policies and procedures concerned with antidiscrimination. | August 2021, 2022, 2023 | GM People and Culture |
| | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy. | August 2021, 2022, 2023 | GM People and Culture |
| | Implement and communicate an anti-discrimination policy for our organisation with our Staff, Fans and Members via our digital channels | August 2021, 2022, 2023 | GM People and Culture |
| | Provide ongoing education opportunities for senior leaders and managers on the effects of racism. | August 2021, 2022, 2023 | GM People and Culture |
| | Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism. | August 2021, 2022, 2023 | EFC Executive Team |



Respect

Essendon Football Club recognises that Australia has a unique Aboriginal and Torres Strait Islander cultural heritage.

We want to recognise Aboriginal and Torres Strait Islander heritage and tradition, foster awareness of contemporary culture, embrace cultural differences and celebrate the achievements of Aboriginal and Torres Strait Islander communities.

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|---|---|--------------------------|--|
| 8. Engage employees in continuous cultural learning to increase our knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements | Develop and implement a cultural appreciation training strategy for staff which defines the continuous cultural learning needs of employees in all areas of the business and considers various ways learning can be provided. | September 2021 | GM People and Culture |
| | Conduct a review of cultural learning needs within our organisation. | August 2021, 2022, 2023 | GM People and Culture |
| | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. | August 2021, 2022, 2023 | RAP working Group Chair |
| | All new staff and players to participate in face to face cultural awareness session (The Long Walk education program 'Walk the talk') or complete cultural awareness e-Learning component of the induction process. | January 2022, 2023 | GM People and Culture |
| | Provide opportunities for staff to volunteer at TLW events. | August 2021, 2022, 2023 | GM The Long Walk |
| | All RAP Working Group members and senior leaders to participate in face to face cultural awareness session (The Long Walk education program 'Walk the talk'). | February 2022, 2023 | RAP Working Group Chair |
| | Promote the RA Share our Pride online tool to all staff. | August 2021, 2022, 2023 | GM Community, Academies and Women's Football Development |
| | Embed cultural awareness competency training in staff My Plan's (individual development plans). | October 2021, 2022, 2023 | GM People and Culture |
| | 25% of staff to complete online cultural learning program in 2021. 50% in 2022 and 100% in 2023 | February 2022, 2023 | GM People and Culture |
| | 100% of all staff to undertake face to face cultural awareness workshop in 2021 with all new staff and players completing training in 2021 and 2022 | August 2021, 2022, 2023 | GM People and Culture |
| | 25% staff to undertake cultural immersion learning activities in 2021, 50% in 2022 and 100% by 2023 | August 2021, 2022, 2023 | GM People and Culture |
| | All senior executives to undertake cultural learning activities in 2021. | August 2021, 2022, 2023 | GM People and Culture |

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|--|--|--------------------------|---------------------------------------|
| 9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions | Implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. | August 2021, 2022, 2023 | RAP Working Group Chair |
| | Ensure a minimum of eight Welcome to Country ceremonies (key events) are delivered each year. | October 2021, 2022, 2023 | Chief of Communications and Marketing |
| | Invite a local Traditional Owner to perform a Welcome to Country for all staff and players as part of their induction to the Club. | March 2022, 2023 | GM The Long Walk |
| | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | August 2021, 2022, 2023 | RAP Working group chair |
| | All staff and Senior Leadership to provide an Acknowledgement of Country at all public events. | October 2021, 2022, 2023 | Chief of Communications and Marketing |
| | Maintain and review a list of key contacts for organising a Welcome to Country. | August 2021, 2022, 2023 | Head of VFL and Community |
| | Install a local art sculpture created by local Wurrunjeri woman Mandy Nicholson, and formal welcome piece at the entrance of the Essendon Football Club main office. | August 2021, 2022, 2023 | RAP Working group chair |
| | Ensure an Acknowledgement of Country plaque is displayed in all (4) club associated venues (Windy Hill Social Club, Windy Hill Fitness Centre, Melton Country Club and High Performance Centre). | August 2021, 2022, 2023 | RAP Working group chair |
| | Include Acknowledgement of Traditional Custodians in the email signature of all EFC staff. Include an Acknowledgement of Country at the commencement of internal meetings. | August 2021, 2022, 2023 | RAP Working group chair |

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|--|---|-------------------------|-------------------------|
| 10. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week | Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. | August 2021, 2022, 2023 | RAP Working group chair |
| | Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week events. | July 2022, 2023 | GM community |
| | Support all staff to participate in NAIDOC Week events in the local community. | July 2022, 2023 | GM People and Culture |
| | RAP Working Group to participate in an external NAIDOC Week event. | July 2022, 2023 | GM The Long Walk |
| | Invite EFC staff, Board and volunteers to local NAIDOC week events. | July 2022, 2023 | GM The Long Walk |
| | Hold an internal NAIDOC Week event that is planned in consultation with Aboriginal and Torres Strait Islander stakeholders. | July 2022, 2023 | RAP Working group |
| | Promote NAIDOC Week history and events using EFC's extensive Social Media Channels to supporters and members. | July 2022, 2023 | GM Marketing |

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|---|---|--------------------|-------------------------|
| 11. Provide opportunities for staff across all departments of EFC to participate in cultural immersion activities to gain a deeper connection with Aboriginal and Torres Strait Islander cultures 11. Provide opportunities for staff across all departments of EFC to participate in cultural immersion activities to gain a deeper connection with Aboriginal and Torres Strait Islander cultures | Provide an opportunity for at least two coaching staff from one or more remote communities in the Tiwi Islands and West Arnhem to participate in an exchange program for the week prior to the Dreamtime Game. | October 2021, 2022 | GM Football |
| | Provide an opportunity for 40 local coaching staff to develop their skills by participating in workshops held at EFC and facilitated by its coaches each year | May 2022, 2023 | Acadamies manager |
| 12. To ensure Dreamtime at the G is culturally relevant, inclusive and accessible to Aboriginal & Torres Strait Islander peoples increase the club's influence on 'Dreamtime at the G' to deliver an event that involves and meets the expectations of Aboriginal and Torres Strait Islander community members and the broader community | Conduct a survey with Aboriginal and Torres Strait Islander peoples after Dreamtime week each year to establish the expectations of the community and input into planning for the following year. | May 2022, 2023 | RAP Working Group Chair |
| | Attend AFL Dreamtime at the G fortnightly meetings to influence the AFL to involve at least one local Aboriginal and Torres Strait Islander performer and two Aboriginal and Torres Strait Islander production groups to be involved in the pre-game entertainment. | May 2022, 2023 | GM The Long Walk |
| | Leading up to the Sir Doug Nicholls Round, promote The Long Walk and the history/story behind Dreamtime at the G to our members and supporters via website, social media channels and email notices. | May 2022, 2023 | GM Marketing |
| | Ensure EFC Aboriginal and Torres Strait Islander partners/ representatives are invited to attend and participate in Dreamtime events. | May 2022, 2023 | GM Marketing |
| | Continue to grow and expand the Dreamtime Game activities to promote Aboriginal and Torres Strait Islander histories and cultures including focus on 'The Long Walk' to the MCG. | May 2022, 2023 | GM Marketing |
| | Organise for groups from remote and local academy regions to attend the Club's community activities, participate in the Long Walk and attend the Dreamtime at the G game. | May 2022, 2023 | Community Manager |



Opportunities

Essendon Football Club is a large community and the opportunities to address the gap between the position of Aboriginal & Torres Strait Islander non-Aboriginal Australians is broad.

The club's RAP aims to provide a range of educational, business, recreational and health opportunities for all Aboriginal and Torres Strait Islander people at all levels of the club.

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|--|--|---------------------------|-------------------------|
| 13. Increase Aboriginal and Torres Strait Islander recruitment and retention within the EFC business | Increase Aboriginal and Torres Strait Islander employment by the Club to five staff. | November 2023 | GM People and Culture |
| | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | November 2021, 2022, 2023 | GM People and Culture |
| | Consult with current Aboriginal and Torres Strait Islander staff on employment strategies, including professional development. | November 2021, 2022, 2023 | GM People and Culture |
| | Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions. | November 2021, 2022, 2023 | GM People and Culture |
| | Develop, implement, review and update Aboriginal and Torres Strait Islander employment and retention strategy, including professional development for all areas of the business. | September 2021 | GM People and Culture |
| | Appoint at least one Aboriginal and/or Torres Strait Islander AFL Trainee each year to work in the community department. | February 2022, 2023 | GM People and Culture |
| | Continue to advertise all job vacancies in Aboriginal and Torres Strait Islander media. | November 2021, 2022, 2023 | GM People and Culture |
| 14. Increase Aboriginal and Torres Strait Islander supplier diversity at Essendon Football Club | Develop, implement, review and update Aboriginal and Torres Strait Islander procurement strategy to ensure engagement with Aboriginal and Torres Strait Islander suppliers is actively encouraged. | September 2021 | RAP Working Group Chair |
| | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | May 2022, 2023 | RAP Working Group Chair |
| | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | May 2022, 2023 | RAP Working Group Chair |
| | Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation. | May 2022, 2023 | RAP Working Group Chair |

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|--|--|--------------------------|--|
| 14. Increase Aboriginal and Torres Strait Islander supplier diversity at Essendon Football Club. (cont.) | Engage with a minimum of 5 Aboriginal and Torres Strait Islander businesses for the provision of goods and services per annum | August 2021, 2022, 2023 | RAP Working Group Chair |
| | Develop at least three commercial relationships with Aboriginal and/or Torres Strait Islander businesses each year. | August 2021, 2022, 2023 | GM The Long Walk |
| | Commission at least two merchandise items celebrating Aboriginal and Torres Strait Islander cultures for the Bombershop retail store to provide economic opportunities for First Nations artists. | August 2021, 2022, 2023 | GM Community, Academies and Women's Football Development |
| | Commission artwork for Dreamtime Week and for use at the Long Walk Women's lunch to promote Aboriginal & Torres Strait Islander art, culture and artists. Items will be on display at EFC during Dreamtime Week and at The Long Walk Women's Luncheon. | May 2022, 2023 | Community programs manager GM The Long Walk |
| 15. Continue to support The Long Walk Charity educational programs and events | Provide financial and in kind support for The Long Walk Charity including housing of the organisation at the Essendon Football Club. | October 2021, 2022, 2023 | Head VFL and Community/The Long Walk |
| | Engage at least four partners of the business to have the Long Walk's educational cultural awareness program 'Walk the Talk' delivered to their office staff. | October 2021, 2022, 2023 | RAP Working Group Chair |
| | Provide The Long Walk education coordinator with existing community school contacts in EFC's northwest metropolitan region and help to engage 200 schools in a Walk the Talk session. | October 2021, 2022, 2023 | RAP Working Group Chair |
| | Provide staff support for the 'Long Walk to the G' and 'Women's lunch' events hosted by The Long Walk charity. | May 2022, 2023 | RAP Working Group Chair |
| | Provide promotion, media communication for all The long Walk events | May 2022, 2023 | RAP Working Group Chair |
| | Support the delivery of Brisbane Long Walk in partnership with Brisbane Lions, AFLQld and Deadly Choices | May 2022, 2023 | RAP Working Group Chair |

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|--|--|--------------------------|-----------------------|
| 16. Support educational outcomes for Aboriginal and Torres Strait Islander students. | Provide 100 TLW & SEDA Education Scholarships in Victoria and NT | October 2021, 2022, 2023 | GM Long Walk |
| | Buldau Yiooghen Leadership Academy – support 5 young people to participate and via The Long Walk provide advice, support and coordination to the program. | October 2021, 2022, 2023 | GM Long Walk |
| | Provide resources to Xavier and Tiwi College staff to deliver football based programs that encourage and reward school attendance | October 2021, 2022, 2023 | Acadamies manager |
| | EFC Players to visit Tiwi College and Xavier College annually to promote the importance of education | October 2021, 2022, 2023 | GM Commercial |
| | In partnership with Victorian Aboriginal Health Service deliver Deadly Choices 8 week Health & Wellbeing Program to schools in North West Melbourne | October 2021, 2022, 2023 | GM Long Walk |
| 17. Grow Aboriginal and Torres Strait Islander employment within the | Encourage Aboriginal and Torres Strait Islander people to apply for all positions by advertising and promoting these through our Aboriginal and Torres Strait Islander networks. | August 2021, 2022, 2023 | GM People and Culture |
| | Maintain a partnership with one Aboriginal and Torres Strait Islander employment service. | August 2021, 2022, 2023 | GM People and Culture |
| | Employ a minimum of two Aboriginal and /or Torres Strait Islander people in club administration. | May 2022 | GM People and Culture |
| | Employ an Aboriginal and/or Torres Strait Islander person in a coaching role at EFC. | May 2023 | GM People and Culture |
| | Maintain an Aboriginal and/or Torres Strait Islander person on the Board of the EFC. | August 2021, 2022, 2023 | GM Commercial |
| | In partnership with Melton City Council and Kirrip Aboriginal Corporation employ two trainees to be based at Kirrip Aboriginal Corporation | May 2022 | GM People and Culture |

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|---|---|--------------------------|--|
| 18. Promote positive health outcomes for our Aboriginal and Torres Strait Islander players, staff and their families | Develop and implement a support framework which includes post career planning, culturally appropriate support, opportunities which facilitate connections with local Aboriginal & Torres Strait Islander community. | October 2021, 2022, 2023 | Head of strategic partnerships/ Welfare manager |
| | Connect Aboriginal & Torres Strait Islander players and their families to the Aboriginal & Torres Strait Islander Players Wellbeing Officer. | October 2021, 2022, 2023 | Welfare manager |
| | Ensure Aboriginal & Torres Strait Islander Players to attend a Cultural Camp during preseason | January 2022, 2023 | Welfare manager |
| | Establish an Aboriginal & Torres Strait Islander Host Family Program to be established | October 2021, 2022, 2023 | Welfare manager |
| | Organize two yarning circles for Aboriginal & Torres Strait Islander players and their families with all Aboriginal & Torres Strait Islander Staff, Elders and key community stakeholders. | January & May 2022, 2023 | Welfare manager |
| | Establish of Aboriginal & Torres Strait Islander Players Network | August 2021, 2022, 2023 | Welfare manager |
| 19. Promote reconciliation and educate students in the Early Years about Aboriginal & Torres Strait Islander peoples & cultures | Develop cultural, career and development plans for Aboriginal & Torres Strait Islander players and wellbeing officer | November 2021, 2022 | Welfare manager |
| | Partner with Local Government, preschools and community based organisations to deliver Little Long Walks. The Little Long Walk Program includes Aboriginal & Torres Strait Islander artists and storytellers visiting preschools prior to the actual Little Long Walk. Preschools then come together to walk to a local organisation or sporting club and participate in a range of cultural activities including a Welcome to Country and Smoking Ceremony | February 2022, 2023 | GM The Long Walk |
| | Encourage early learning centres and schools to develop a RAP via the Narragunnawali platform | February 2022, 2023 | GM The Long Walk |
| | Promote Narragunnawali to schools, early learning centres and local Councils | February 2022, 2023 | GM The Long Walk |
| | Promote the importance of reconciliation to 300 schools via the delivery of Walk The Talk | February 2022, 2023 | GM The Long Walk |

Governance

| Action | Deliverable / Measurable Target | Timeline | Responsibility |
|--|--|---|-------------------------|
| 20. Report RAP achievements, challenges and learnings internally and external | Publicly report on our RAP achievements, challenges and learnings. | November 2021, 2022, 2023 | RAP Working Group Chair |
| | Report RAP progress to all staff and senior leaders quarterly | February, May, Spetember, October 2022 & 2023 | RAP Working Group Chair |
| | Provide monthly updates to the Board | Monthly 2021, 2022, 2023 | RAP Working Group Chair |
| | Provide monthly updates to the Executive Group | Monthly 2021, 2022, 2023 | RAP Working Group Chair |
| | Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia | September 2021 & 2022 | RAP Working Group Chair |
| | Participate in the workplace RAP Barometer | April 2022 | RAP Working Group Chair |
| 21. Review, refresh and update RAP | Register via Reconciliation Australia's website to begin developing our next RAP. | June 2023 | RAP Working Group Chair |
| 22. Provide appropriate support for effective RAP implementation of RAP commitment | Embed resource needs for RAP implementation | June 2022 | RAP Working Group Chair |
| | Embed key RAP actions in performance expectations of senior management and all staff | June 2022 | RAP Working Group Chair |
| | Embed appropriate systems and capability to track, measure and report on RAP commitments | August 2021 | RAP Working Group Chair |
| | Maintain an internal RAP champion from senior management | August 2021 | RAP Working Group Chair |

Contact Us

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